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Office Memorandum • UNITED STATES GOVERNMENT

DATE: 18 January 1956

TO : Ch/G

FROM : Chief, GG/F

SUBJECT: Comments on Career Development Statement for the Geographic Area.

1. The revised draft (4 January 1956) of the statement on career development in the Geographic Area has been reviewed by all personnel of GG/F. The following comments represent the coordinated views of the Branch.

2. GG/F recognizes the difficulties inherent in the formulation of a policy statement that will apply with equal validity to a large number of individual employees with different backgrounds, different jobs, and different personality characteristics. In view of these difficulties, it is our feeling that the draft statement is, in general, a good presentation of the Area's career development policy for the future. We do have, however, a number of comments concerning the draft which we herewith submit for your consideration.

a. We feel that one very logical use of the Career Development Statement should be in connection with the interviewing and recruiting of new employees. The present classification of "Secret" would, of course, limit its usefulness in this regard. Accordingly, we suggest that consideration be given to the downgrading of the final statement, or to the preparation of an unclassified abridged version for this purpose.

b. We feel that more emphasis could well be placed on the responsibility of Management for utilization of individual employees in positions of greater responsibility as they develop in capability and effectiveness. Whether we like it or not, most employees think of "career development" in terms of "advancement" and "promotion." Given a rigid T/O structure and a low rate of turn-over among the predominantly young group of employees who comprise the Area, the number of actual opportunities for promotion is limited. As individuals become increasingly capable and highly trained, morale problems will multiply unless new opportunities for advancement materialize as a result of reorganizations or other changes in grade structure. Some assurance should be given career employees that Management will endeavor, within reasonable limits, to

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create opportunities for the advancement of deserving qualified individuals beyond the limiting frame of existing T/O's. As the competence of the staff increases, it is logical to assume that the mission and functions of the organization could be broadened. We do not feel that this point is sufficiently emphasized in the draft statement.

c. We feel that mention should be made of opportunities for career development through participation in Military Reserve training activities, particularly in the CIA-sponsored units. Although the number of people affected is relatively small, the opportunities are genuine and, we feel, should be encouraged and recognized at the policy level.

d. In general, every effort should be made to make the career development statement as realistic as possible. Although it is recognized that such a statement is intended primarily for future use, disparities with current and past practices should be kept to a minimum if cynicism on the part of long-time employees is to be avoided; "sugar coating" will do more harm than good. For the most part, the draft statement successfully avoids this pitfall, but we would question, in this respect, the references on page 7 to travel for geographers/cartographers as an aspect in their development to Senior Cartographers. We feel that the disparity with current and past practice is so great as to make these references inadvisable unless qualified.

e. See page 2, first sentence. We doubt that D/GP and D/GL are "staffed mainly by geographers." We suggest that this sentence read "In general, the work of each of the four divisions is geographic in nature, yet the specific duties and functions..."

f. See page 2, final sentence. We feel that flexibility increases rather than decreases above GS-11, due to the broadening effect of the individual's developmental experiences up to that point. We also suggest that the last half of the sentence be amended to read, "...and transfers are not necessarily related to substantive specialization."

g. See page 3, second sentence of first paragraph. This sentence should be revised to eliminate the present implication that librarians and cartographers are not "well-trained Geographic Area personnel."


h. See page 13, (3). We feel that, insofar as possible,

the specific Chapter IX and Sections 19 to be coordinated should deal with the individual analyst's regional assignment. We also feel that other projects (other than NIS), as well as inter-office briefings, often provide excellent opportunities to practice coordination and make contacts. We further suggest that excellent training in coordination could be acquired if each new analyst entering on duty in D/GG would spend a specified time with the appropriate Procurement Desk in D/GL. This would afford opportunity to (1) practice coordination and make contacts, (2) learn which of the mapping agencies in Washington hold various types of maps, and (3) become familiar with State Department terminology and the duties of the Geographic Attaches. This would be advantageous if the analyst is to make a procurement trip, as suggested elsewhere in the statement.

i. See page 12, item (1) (e). We suggest that this sentence be expanded to include "...outstanding regional courses on area of specialization and in systematic courses in other disciplines directly applicable to D/GG responsibilities, with the object..." This is offered with the thought that, as a result of constant contact with regional matters in our daily work, our need for regional courses is perhaps less than for some good basic courses in anthropology, oceanography or other disciplines that may have direct applicability to our work.

j. See page 14, item b. (1). This suggests that deputy branch chiefs have been or will be definitely designated in each branch. We consider this to be an important point and one that should be carried out as soon as possible, although to the best of our knowledge practice in this regard is not presently uniform throughout the Division.

3. In summary, we feel that the basic philosophy of the Area's career development policy as reflected in the draft statement is fundamentally sound and practicable. The comments in paragraph 2 are intended to strengthen the statement within the existing framework. No major 25X1A9a revamping is considered necessary.



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